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Evaluation of mainstreaming of full and productive employment and decent work by the United Nations system organizations

Note by the Secretary-General

The Secretary-General has the honour to transmit to the members of the General Assembly the report of the Joint Inspection Unit entitled "Evaluation of mainstreaming of full and productive employment and decent work by the United Nations system organizations".

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Summary report

Evaluation of mainstreaming of full and productive employment and decent work by the United Nations system organizations

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Summary

The present report summarizes the background, methodology, findings, conclusions, lessons learned and recommendations of the "Evaluation of mainstreaming of full and productive employment and decent work by the United Nations system organizations" conducted in 2014 by the Joint Inspection Unit.

The summary report is based on the main evaluation report prepared by the Joint Inspection Unit, which contains extensive justifications, evidence and analysis of the subject in accordance with the Norms and Standards for Evaluation of the Joint Inspection Unit. The full evaluation report is available on the JIU website. (www.unjiu.org).

Contents

Chapter		*Page*
	Summary	3
	Abbreviations	5
I.	Introduction	7
II.	Conclusions against the key evaluation questions	13
III.	Findings	15
IV.	Overall analysis on the level of mainstreaming in the United Nations organizations	19
V.	Lessons learned	23
VI.	Recommendations	25
VII.	Way forward	26
Annex		
	Overview of actions to be taken on recommendations	28

Abbreviations

CEB	United Nations Chief Executives Board for Coordination
DESA	Department of Economic and Social Affairs (of the United Nations)
ECA	Economic Commission for Africa
ECE	Economic Commission for Europe
ECLAC	Economic Commission for Latin America and the Caribbean
ECOSOC	Economic and Social Council
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Asia
FAO	Food and Agriculture Organization of the United Nations
HLCP	High-level Committee on Programmes
IAEA	International Atomic Energy Agency
ILO	International Labour Organization
IOM	International Organization for Migration
IMF	International Monetary Fund
IMO	International Maritime Organization
ITC-ILO	International Training Centre (of ILO)
ITU	International Telecommunication Union
JIU	Joint Inspection Unit
MDGs	Millennium Development Goals
OHCHR	Office of the United Nations High Commissioner for Human Rights
SDGs	Sustainable Development Goals
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCTAD	United Nations Conference on Trade and Development
UNCT	United Nations country team
UNDAF	United Nations Development Assistance Framework
UNDOCO	United Nations Development Operations Coordination Office
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNHCR	Office of the United Nations High Commissioner for Refugees

UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNWTO	World Tourism Organization
UPU	Universal Postal Union
WFP	World Food Programme
WHO	World Health Organization

I. Introduction

Background

1. Full and productive employment and decent work for all are an internationally agreed goal which is closely linked to the achievement of several of the Millennium Development Goals (MDGs), and to the ongoing discussion on post-2015 sustainable development goals.

2. The Economic and Social Council (ECOSOC) and the Secretary-General have called on United Nations organizations, funds, programmes and agencies to lend their support to the achievement of full and productive employment and decent work for all. The 2006 ministerial declaration of the Economic and Social Council stated: "We are convinced of the urgent need to create an environment at the national and international levels that is conducive to the attainment of full and productive employment and decent work for all as a foundation for sustainable development".[1]

3. This goal takes on added relevance as the world strives to meet the Millennium Development Goals by 2015 and sets out a new sustainable development agenda post-2015. A review of how these United Nations bodies have responded to the call by the Economic and Social Council is timely in providing information to support the aspirations and goals for sustainable development.

4. As part of its programme of work for 2014, the Joint Inspection Unit (JIU) conducted an evaluation of mainstreaming of full and productive employment and decent work in United Nations system organizations. The evaluation was proposed by the JIU, and the Director-General of the International Labour Organization (ILO) welcomed the proposal and provided the JIU with extrabudgetary funding to carry it out.

Objectives

5. The purpose of the evaluation is to provide information to the General Assembly/Economic and Social Council and to the legislative and governing bodies of the participating organizations and to the members of United Nations Chief Executive Board for Coordination (CEB) on how the United Nations system organizations have implemented the resolutions aimed at mainstreaming or supporting the decent work agenda with a view to using the lessons learned in the finalization of the post-2015 agenda. The purpose of the evaluation is not to review ILO activities to mainstream decent work, but rather the United Nations system's response.

6. The evaluation has three objectives:

- To assess how the United Nations system organizations have taken up the call from the Economic and Social Council to mainstream decent work principles into their own strategic planning/work at the inter-agency (CEB), headquarters, regional, functional commission and country levels. Special attention will be paid to organizations that have a strong mandate in the areas of poverty alleviation and social protection
- To identify what mechanisms are put in place within the United Nations system for mainstreaming, assess barriers to implementation and identify aspects of an enabling environment as well as the challenges faced by the system in integrating decent work issues at different levels

[1] Para. 1.

- To identify successes and good practices in mainstreaming the decent work agenda into the activities of the United Nations system organizations.

Scope

Coverage of organizations

7. The scope of the present evaluation covers the United Nations, its funds and programmes and specialized agencies who through CEB have endorsed the concept of mainstreaming decent work. It focuses on JIU participating organizations with particular emphasis on those organizations with a mandate for poverty alleviation, eradicating hunger, maternal health and HIV/AIDS. The evaluation will focus on four levels of the United Nations system in its efforts at mainstreaming: (a) through the inter-agency (CEB/High-level Committee on Programmes (HLCP)) mechanism; (b) the regional level/the functional commissions of the Economic and Social Council; (c) corporate headquarters level of the participating organizations; and (d) the country level.

Key definitions, conceptual framework and evaluation questions

8. **Decent work:** Decent work has been defined by ILO and endorsed by the international community as being productive work for women and men in conditions of freedom, equity, security and human dignity. Decent work involves opportunities for work that is productive and delivers a fair income; provides security in the workplace and social protection for workers and their families; offers better prospects for personal development and encourages social integration; gives people the freedom to express their concerns, to organize and to participate in decisions that affect their lives; and guarantees equal opportunities and equal treatment for all.[2] The four pillars of decent work are: (1) employment creation and enterprise development; (2) social protection; (3) standards and rights at work; and (4) governance and social dialogue.

9. ILO does not provide an explicit definition of "mainstreaming decent work" in its guidance materials; it indicated that the toolkit which was designed to support the mainstreaming of decent work followed the approach adopted during the gender mainstreaming process.

10. Based on the definitions on mainstreaming gender, the Inspectors put together a working definition of mainstreaming decent work which has been adopted for the purpose of the present evaluation.

11. **Mainstreaming of decent work:** Mainstreaming decent work into the activities of the United Nations system organizations is a process whereby organizations ensure that their policies, strategies, programmes and activities are interlinked with employment and decent work related initiatives, outcomes and objectives. Within their respective mandates, organizations embrace and enhance these outcomes and objectives by taking into account their implications in designing and implementing policies and activities at global and national levels.

12. Thus to mainstream means that agencies utilize a lens to see how their policies, strategies, programmes and activities are interlinked with employment and decent work outcomes and how they can enhance these outcomes by taking full account of their implications during the design stage and while advising and assisting countries and constituents with regard to their adoption and implementation. Clear political will and commitment to decent work principles should lie at the highest levels and there should be allocation of resources (both financial and human) for mainstreaming.

[2] ILO, *Toolkit for Mainstreaming Employment and Decent Work* (2008), p. vi.

13. In order to make an assessment of the level of mainstreaming of decent work undertaken by United Nations system organizations, the Inspectors identified 10 key factors based on the desk review, the legislative framework (Economic and Social Council resolutions on decent work), the working definition developed above, and the experience/literature from mainstreaming gender in the United Nations system.

14. Factors indicating mainstreaming in United Nations system organizations:

1. United Nations organizations' awareness as regards issues relating to decent work is assessed and awareness is increased through actions of governing bodies, senior management or training of staff;
2. Elements of activities of United Nations organizations which are linked and contribute to the promotion of the four pillars of the decent work initiative are identified in the policies and strategic documents of United Nations organizations;
3. Decent work related programmatic elements or initiatives appear in the work of United Nations organizations;
4. Guidance is elaborated and approved to promote systematically the decent work initiative in the programmatic activity of the organizations' departments and country offices;
5. Guidance is utilized and specific programmes and/or initiatives are approved and implemented taking into account one or more of the four pillars of decent work;
6. Joint actions or cooperation are planned and implemented with other United Nations organizations at corporate, regional or country levels;
7. Cooperation is initiated through United Nations Development Assistance Frameworks (UNDAFs) or via other frameworks for country level cooperation among United Nations country team (UNCT) members;
8. Decent work-related specific programmes or initiatives are monitored and periodically evaluated;
9. Good practices are identified;
10. A focal point unit or persons is identified as resource person within an organization aware of decent work who can provide advice to colleagues. Financial and human resources being set aside for this would be a positive indicator.

Conceptual framework

15. A simplified logic model was developed. It takes as the starting point the Economic and Social Council resolutions on mainstreaming decent work while recognizing that there are other entry points to mainstreaming decent work. The framework shows the conditions that would have been needed to have ensured successful mainstreaming of decent work at all levels of United Nations system organizations. As the objective of the evaluation is to describe the system's response to the Council's resolutions, the other entry points are not delineated in this diagram. The diagram below was used to understand the areas in which the United Nations system worked well and in which areas they did not perform as expected to reach the strategic goal of decent work mainstreamed in United Nations system organizations at all levels. This can help to further a better understanding of the overall picture, including of which areas need strengthening in terms of future strategy and to continue mainstreaming efforts.

Decent Work Mainstreamed in all UN system organizations, funds, programmes and agencies
(Joint) Programmes or activities developed through DW lens and implemented at all levels
DWA included in country level plans of UN system organizations
Action Plans/Strategic Plans reflect DW elements at regional and country level
Action Plans/Strategic Plans reflect DW elements at HQ
UNDAFs include DWA elements
Training on DW to organizational staff at HQ and county levels
Sector specific guidance materials developed
Policies related to DWA developed by UN system organizations
Member states /social partners recognize importance of DW and integrate in their national/sectoral plans
Organizations conduct self-assessment to identify areas where DW can be mainstreamed
Baseline of organization on DW established to monitor implementation of resolutions
Training on DW
Advocacy on DW
Knowledge generated and shared on DW initiatives
Awareness raising and advocacy on DWA conducted by ILO and CEB
CEB toolkit on Mainstreaming DW developed and implemented
CEB MONITORS IMPLEMENTATION
Resolutions on the importance of DW
DW on CEB Agenda
ECOSOC resolution to mainstream Decent Work

Key evaluation questions

16. Evaluation questions were developed based on the conceptual framework above, the Economic and Social Council resolutions from 2006 onwards which requested the United Nations system to take on and mainstream decent work and the factors identified from the desk-review phase. The following are the overarching evaluation questions:

- What is the level of awareness among United Nations system organizations of the decent work agenda?
- To what extent has the decent work agenda been reflected in headquarters and national UNDAF-type strategies, policies and programmes by United Nations system organizations?
- To what extent is the decent work agenda relevant in the United Nations system organizations, which have included/not included such goals in their strategic plan/development frameworks? If an organization has not included the decent work agenda in its policies and programmes, what are the reasons?
- What were the most significant changes (at organization and country levels) as a result of efforts to implement the Economic and Social Council resolutions in connection with full and productive employment and decent work for all?
- Are the actions and efforts taken at organization (corporate) and national levels coherent with one another?
- Have the United Nations system organizations managed to work on mainstreaming the decent work agenda and utilized the toolkit developed in a continuous and sustainable way?
- What are the main factors contributing to the sustainability of decent work at the different levels?
- What are some good practices in countries where the United Nations system mainstreamed decent work in UNDAFs and implemented the decent work agenda in their country activities?

Evaluation criteria: Effectiveness, relevance, coherence, sustainability

Description of approach and methodology

17. The evaluation used multiple methods for data collection and analysis and was mainly of a qualitative nature. The evaluation began with a desk review of documentation available for initial synthesis and analysis, used in the preparation of an inception report on design, scope, key issues to be addressed and evaluation questions. Data collection included: (a) questionnaires to organizations and regional commissions for information on their activities; (b) surveys of a select group of UNCT members and United Nations resident coordinators to gather information on their experience in mainstreaming decent work at the country level such as UNDAFs; (c) interviews with selected stakeholders on the use and implementation of strategic plans and guidance materials as well as to validate the findings from the questionnaires and desk reviews.

18. Missions were undertaken to conduct interviews at headquarters and functional commission locations in Geneva, New York, Rome and Vienna. Field visits were undertaken to five countries (Argentina, Cambodia, Republic of Moldova, Uruguay and Zambia) as well as to regional commissions (ECA, ECE, ECLAC, ESCAP).

19. An advisory group was constituted to provide substantive and strategic advice to the team on key pieces of its work, such as brainstorming on conceptualization, advice/comments on the inception paper, comments on the preliminary findings and the draft report. Members of the Group were selected among senior experts dealing with the decent work agenda in the United Nations or academic institutions and acted in their personal capacity.

20. In accordance with article 11.2 of the JIU statute, the present report has been finalized after consultation among the Inspectors so as to test its conclusions and recommendations against the collective wisdom of the Unit. The draft report was circulated to the organizations for correction of factual errors and the making of substantive comments on the findings, conclusions and recommendations.

Limitations

21. There were several limitations to the methodology:

- Low level of awareness and interest in a number of organizations. Intense discussions were necessary with the interviewees to overcome the different variations in understanding the concept of decent work in order to receive relevant information.
- Weak institutional memory. Some organizations were unable to identify any sources of information capable of answering questions relating to the work conducted immediately following the Economic and Social Council resolutions in 2006 and 2007. That limited the volume and validity of the data that could be gathered on the efforts of the organizations from 2006 to 2010 on the decent work agenda.
- No dedicated structure/central coordination function on decent work. Many organizations had difficulties in filling out the questionnaire and to identify departments or units dealing with the issue in their organization.
- Low response rate of survey. The methodology included surveys for both the resident coordinators and UNCT members. Given the low response rate among UNCT members (19 per cent) as well as the geographically skewed sample, the Inspectors excluded the results of the UNCT survey from the analysis of the report.

Legislative framework

22. Between 2006 and 2011 there were six key resolutions and ministerial declarations adopted by the General Assembly and Economic and Social Council relating to decent work, which tasked the various stakeholders of the United Nations system to work on mainstreaming decent work.

23. These declarations and resolutions requested the member States, United Nations system organizations, regional commissions, functional commissions, CEB and the Secretary- General to work on issues of mainstreaming. The Economic and Social Council resolutions called for action by CEB in coordination with ILO, to develop and implement a toolkit to support the identification of areas of work for the United Nations system organizations to mainstream decent work; at the organizational level through a self-assessment exercise to identify areas where decent work could be mainstreamed and to develop action plans and policies to facilitate the mainstreaming of decent work. The regional and functional commissions were tasked with considering how their activities contributed to the goals of decent work and the impact

of their policies on specific areas of competence. Finally in order to turn the plans and policies into action and implementation United Nations system organizations were asked to support individual countries through their UNDAFs (and other plans) to mainstream decent work. The resolutions also included requests to raise awareness on decent work and asked ILO to assist in developing a mechanism (Online Knowledge Sharing Platform) for sharing its expertise on employment and decent work with the rest of the system.

II. Conclusions against the key evaluation questions

General assessment on the level of mainstreaming across all four levels

24. Overall response of the United Nations system to the Economic and Social Council requests to mainstream decent work was a moderate success, although there were some significant differences between headquarter and country offices in certain cases. The country level response through UNDAF and the country framework programme of the United Nations system organizations' field offices was strong; while at the level of the subsidiary organs of the Economic and Social Council the response could be considered as moderate with some variations among the commissions. At the organizational level there was a significant variation of efforts to mainstream decent work ranging from strongly mainstreamed to ad hoc actions/no visible signs of mainstreaming.

Effectiveness

Awareness

25. In general, awareness of the decent work agenda as a concept among United Nations staff interviewed for the present evaluation was low. The lack of solid understanding among the staff interviewed appeared to be due to both a lack of training and the high staff turnover. Knowledge sharing was promoted with the development of a toolkit under the European Commission-ILO project through a knowledge-sharing portal, but the use of the platform was weak and many of the United Nations system staff interviewed were not aware of its existence. At the country level, however, awareness was higher among United Nations staff in several countries, largely due to decent work's prominence in the host country's political and development agenda and its influence on the UNCT and UNDAF process.

Implementation of the resolutions and CEB toolkit

26. It was found that none of the organizations had implemented the three phases for mainstreaming decent work as called for in the Economic and Social Council resolutions. The CEB toolkit was conceived to assist United Nations system organizations to identify areas to mainstream decent work by delineating a road map for that purpose. Not completing the three phases compromised the effectiveness of mainstreaming decent work from that perspective.

Reflection in headquarter strategies and UNDAFs

27. The evaluation found that the decent work agenda as a concept was reflected in only a handful of United Nations system organizations' strategic policies and documents. The inclusion of the agenda at the country level was far more visible, with most UNDAFs encompassing outcomes on employment creation (pillar 1) and social protection (pillar 2) and to a more limited extent rights at work (pillar 3).

However, except for certain instances when UNDAFs explicitly referred to decent work as a standalone outcome or a cross-cutting priority, in most cases initiatives relating to the decent work pillars were not explicitly attributed to the term.

Relevance

28. Most of the responses provided by United Nations organizations to the JIU questionnaire considered that the decent work agenda or individual pillars were relevant to their organizational mandates. However, only a few of them acknowledged and conceptualized their mainstreaming efforts on the assumption that the agenda as a concept was a relevant entry point for their activities. The relevance of the first pillar of employment creation and enterprise development to organizational mandates was highest whereas there was an indication that organizations were increasingly starting to see social dialogue and standards and rights at work to be relevant as well. It was rare for organizations to have embraced the concept of decent work as a package and mainstreamed it in an integral way; that was due to differing organizational mandates and the perception expressed by interviewees to the Inspectors numerous times over the course of the interviews that that would be encroaching on the mandate of the ILO.

29. There has been an increasing shift in the strategic priorities of United Nations system organizations towards those relating to decent work since the financial crisis in 2008, particularly with regard to the expansion of social protection and employment/job creation issues. Those shifts cannot be attributed directly to the Economic and Social Council resolutions on decent work. The underlying factor for the inclusion of social protection and employment/job creation in organizational activities is most likely due to the external environment (financial crisis) than the Council resolutions. Organizations which mainstreamed decent work into their activities tended to be those whose traditional mandates and priorities were already related to the decent work agenda.

Coherence between headquarters and national levels

30. Only a few organizations provided specific guidance relating to the implementation of decent work agenda to the field offices. While the experiences of these organizations show attempts at coherence between the headquarters and field levels, it is however difficult to make a global assessment on the coherence of the agenda programmes between headquarter and country level operations. In the case of the five countries reviewed, with very few exceptions, most country offices received no guidance on decent work. It was found that the guidance produced for technical sectors, which showed linkages to decent work at the headquarters level was, where it existed, strong. Cooperation within headquarter units on decent work was more evident than between headquarter and country offices.

31. Coherence is stronger from the point of view of decent work issues at the level of UNCT. UNDAF priorities are first and foremost influenced by national government priorities. Other influential factors include efforts by United Nations resident coordinators and advocacy and promotional work by local ILO offices and the UNCT members. These factors have a major influence on the extent to which the decent work agenda is incorporated into the UNDAF and can be measured by the incorporation of the decent work pillars into it.

Sustainability

32. The global and national dialogues on post-2015 sustainable development provided opportunities to keep decent work, employment and inclusive growth on the global agenda. Its likely inclusion in the Sustainable Development Goals (SDGs) would indicate wide acceptance and support at all levels for the United Nations system organizations to continue their work on mainstreaming decent work issues. Sustainability of results achieved however would require further investigation into what has worked and scaling up ad hoc activities to the level of organizational strategic and planning documents. Awareness-raising of staff will need to be strengthened to continue the work on decent work.

33. In the case that the decent work agenda is included into the SDGs for the post-2015 period, in order to further foster an enabling environment and ensure sustainability of mainstreaming efforts, a decision on the inclusion of the decent work agenda into the SDGs should be accompanied by moving the agenda higher on the agenda of the national development strategies of member States; continuous, and scaling up of, advocacy efforts by the ILO offices; increased efforts from the resident coordinators' offices supported by appropriate guidance and attention at the headquarter levels; stronger commitment to knowledge sharing and maintaining institutional memory; and identification and allocation of resources by organizations and donors to undertake future activities on decent work.

III. Findings

Economic and Social Council and CEB levels

34. The six key resolutions and declarations reflect a comprehensive approach addressing all key players and bringing the importance of the decent work agenda to the attention of member States, subsidiary bodies of the Economic and Social Council and United Nations system organizations. However, the resolutions lacked clear monitoring mechanisms for following up their implementation.

35. CEB response was supportive, forthcoming and called for some concrete actions and steps to launch and promote implementation. However, it was not sufficiently concrete in the assignment of longer term responsibility for implementation and monitoring.

36. After the endorsement of the toolkit prepared by ILO, CEB/HLCP did not effectively review the response or progress made by the United Nations system organizations in a systematic manner. While the awareness-raising function of the CEB decision should be recognized, that unanimous endorsement was not transferred into a change in the way in which CEB members thought of decent work nor were those ideas translated into robust and intentional actions across the United Nations system.

Subsidiary organs of the Economic and Social Council

37. Attention and commitment to the decent work agenda in the four functional commissions reviewed have varied from their not having discussed the issue at all to having decent work on their agenda, to taking a concrete decision on decent work. There was lack of a systematic approach and awareness of the agenda among the commissions and none of them reported back to the Economic and Social Council on any results achieved or decisions taken. The Inspectors point out that this is due to the

lack of such provisions in the Council resolutions as well as of any initiatives and suggestions from most of the secretariats of the commissions.

38. The response from the five regional commissions to considering and mainstreaming decent work varied greatly. Differences in their reaction to decent work can be attributed to regional differences and member States government priorities as well as to the mandates given by member States to the regional commissions.

39. The regional commissions tackled the issues of decent work through raising the awareness of member States in their region, undertaking regional level projects and activities relating to decent work and developed methodological tools and research and policy briefs.

United Nations system organizations level

40. The response at the level of United Nations system organizations to the Economic and Social Council resolutions was weak. The CEB *Toolkit for Mainstreaming Employment and Decent Work*, which had been endorsed unanimously by the CEB executive heads, was not fully implemented by any organization.

41. While the decision to set up a system wide action plan on decent work never materialized, some elements of the decent work agenda were included in the United Nations Second Decade for the Eradication of Poverty and in the various crisis response initiatives developed by the system in the years 2008-2010. The agenda as a whole gained a focused response, specifically through the Global Jobs Pact and the Social Protection Floor initiatives.

42. Measurement of the level of mainstreaming of the decent work agenda by United Nations organizations cannot be determined solely by their direct response to the three-phased approach. In the programmes and activities of those organizations a number of initiatives and projects could be identified, which had directly or indirectly contributed to the promotion of one or more pillars of the agenda.

43. The level of awareness and understanding of decent work within the United Nations system organizations are weak. There was limited evidence of training, awareness-raising activities and information-sharing sessions and what occurred seems to have peaked in 2007/2008 with no systematic follow-up in the past five years.

44. The decent work agenda concept could be found in a few United Nations organization policy papers, and in strategic and operational plans. Evidence suggested a superficial and cursory treatment of the issue, although it was observed that there was an increasing trend to include it.

45. In a number of United Nations system organizations the decent work related programmatic elements in their activities cannot be related to the conscious implementation of the decent work agenda. However, these projects and initiatives stem from their traditional mandate and practice and have made positive contributions to the promotion of one or several pillars of the agenda. The absence of a common understanding of the concept of decent work often led to disparate and incoherent activities.

46. In some United Nations organizations where relevant provisions relating to decent work were included in policy papers and strategic plans special efforts were made to orient and guide the different units in headquarters and field offices to pay attention to decent work and/or its pillars. There were also some notable examples of

joint efforts of United Nations system organizations in that regard. The Inspectors, however, came across quite a few activities, that could have included elements of decent work, which represented missed opportunities.

47. Specific technical units of United Nations system organizations have been active in seeking cooperation with those of other United Nations organizations to promote, complement and enhance their traditional activities to contribute to the pillars of the decent work agenda. The composition of the collaborating entities differs depending on the specific technical sector, but there is strong reliance on ILO as the major promoter of decent work in the system.

48. There were very few examples among United Nations system organizations of proactive monitoring and evaluation of decent work related programmes and initiatives. They were organizations having the highest level of decent work mainstreaming.

49. There was weak in-house cooperation within an organization on decent work issues among the organizational units. That silo approach to decent work-related activities was not only an obstacle to a consistent and coordinated approach within organizations but made it difficult to achieve a deeper level of cooperation and joint action among the United Nations organizations at the global level.

Country level

50. The reflection of decent work in UNDAFs was stronger than that in strategic plans at the organization level. The decent work pillars have increasingly appeared in UNDAF documents since the adoption of the Economic and Social Council resolutions although the prevalence of each pillar shows considerable variation.

51. While the decent work agenda was relevant to the countries reviewed,[3] priorities granted and actions undertaken with respect to its constituent pillars varied. In general, there appeared to be a greater likelihood for countries that were higher up on the development ladder to prioritize decent work in its entirety i.e. all four pillars tended to be adequately reflected in UNDAFs. For transitional and lesser developed economies, while job creation and social protection were usually central to national development priorities, (with certain exceptions) rights at work and social dialogue — while considered relevant — might not carry the same weight as the other two pillars.

52. Conceptual understanding and awareness of decent work among UNCT members were arguably correlated to the priorities placed upon individual decent work pillars by national governments. Where awareness existed, it was learned primarily on the job through interactions with national partners and UNCT members, in particular ILO field offices.

53. With the exception of one organization, explicit instructions and guidance on decent work from headquarters were virtually non-existent, except in the form of organizational directives on topics relating indirectly to decent work. There was little or no awareness among most individual UNCT members either of the Economic and Social Council resolutions on decent work or of the CEB *Toolkit for Mainstreaming Employment and Decent Work*. Thus, apart from a few exceptions outlined in the case

[3] While country-level findings are derived primarily from the five country case studies, to ensure that they are as representative as possible of the United Nations development universe, they have been triangulated with: (a) results of an electronic survey of United Nations N resident coordinators; (b) internal analysis of UNDAFs for 20 other countries; and (c) findings from the 2013 internal ILO desk study of UNDAFs for 44 countries.

studies, a clear link could not be established with regard to headquarter-level directives or actions translating into decent work mainstreaming at the country level.

54. The fact that most of the present UNCT members had never received any dedicated training on decent work underscores a major missed opportunity for further conceptual understanding of the issue. While it was noted that immediately following the adoption of the CEB toolkit, awareness-raising initiatives had been more frequent, high levels of staff rotation in country offices had resulted in a decreasing level of knowledge of decent work.

55. National development priorities of the host country and advocacy, awareness-raising, technical and policy support by and from ILO on the decent work agenda have played a vital role in furthering inclusion of the decent work pillars in UNCT activities. Where ILO advocacy and presence was weak, the likelihood was higher of decent work being viewed as an ILO-only priority rather than an issue of system-wide concern.

56. A committed and knowledgeable resident coordinator can and does play an important role in infusing a decent work lens into UNCT deliberations. Where they are unfamiliar with or insufficiently trained on the decent work agenda, a significant opportunity is lost to further awareness and understanding of decent work among United Nations system entities at the country level. Stronger ILO involvement during the resident coordinator induction programme would be desirable in this regard.

57. With the ongoing global economic downturn characterized by stagnating or receding growth and grim projections for the immediate future, few countries can afford not to prioritize employment creation (decent work pillar 1) and it subsequently featured in most UNDAFs. However, to what extent the jobs created qualify as "decent work", particularly in least developed and lower-middle-income countries, remains to be assessed.

58. Most national governments consider social protection (decent work pillar 2) to be the United Nations system's strongest forte and comparative advantage and thus the area in which it could be of greatest value added to national development endeavours. Subsequently social protection related initiatives are well reflected in the UNDAF's for these countries and have progressively taken on greater importance in such documents.

59. The value added and inherent relevance of fundamental principles and rights at work and International Labour Standards (decent work pillar 3) to sustainable and inclusive growth and the contribution that the United Nations system can make to that end was not grasped on a consistent basis by national governments. While UNDAFs for countries on the higher end of the development spectrum tended to encompass that pillar adequately, it was somewhat less visible in UNDAFs for countries in lower development categories.

60. The promotion of social dialogue (decent work pillar 4) was non-existent in most UNDAFs. It was viewed at best as an aspirational goal but for most countries was far from constituting a priority area in UNDAFs. United Nations system entities even largely perceived that pillar as an exclusive ILO objective and its link to the other three pillars of decent work was by and large not well understood.

61. Neither UNDAFs nor their progress reports provided detailed breakdowns on resource allocations for decent work related activities. At best, approximations could be made from resource allocation targets for outcomes whose constituent elements — either partially or in their entirety — directly or indirectly related to the decent work

pillars. Based on such estimations, it was apparent that in most UNDAFs, social protection (pillar 2) received the highest allocation among the four pillars of decent work.

62. Most UNDAFs revealed an impressive array of individual initiatives undertaken by a large number of UNCT members on the first three pillars of decent work. While that finding was indicative of a meaningful level of decent work mainstreaming by the United Nations system entities at the country level, such a finding was moderated by the fact that few of the entities consciously realized that they were promoting decent work and as such did not consider it in conceptualizing, planning and implementing their activities.

63. For the five countries for which case studies have been prepared, five United Nations system entities (ILO, UNAIDS, UNDP, UNFPA, UNICEF) had undertaken multiple initiatives either on their own or jointly to further one or more decent work pillars. Closely behind was UN-Women, which could be considered as a key player in at least three countries. Additionally, FAO, the International Organization for Migration (IOM) and WFP could be considered as key players in one to two countries reviewed. Five other agencies had made useful albeit more limited contributions in four (WHO), three (OHCHR, UNHCR, UNODC) and two (UNESCO) countries respectively.

64. Joint programmes on decent work related issues were far more likely to occur in countries that had adopted the Delivering as One platform. Such programmes also provided a useful platform for ILO to further conceptual understanding of decent work among the participating organizations. However, inter-agency and inter-ministerial cooperation can at times become challenging in countries where programmatic activities and their funding are determined by line ministries.

65. For the five countries for which case studies had been prepared, depending on the country context, sustainability of decent work related initiatives was subject to uncertainty due to a variety of factors. An oft-cited common concern was recurrent national elections that created uncertainties as to whether a new government would continue to prioritize certain decent work-related pillars. Countries that had recently graduated to a higher development category also faced the realities of cutbacks in donor funding and the prospect of financing decent work related initiatives from their own sources. Further, countries whose economies were heavily dependent on exports or remittances were particularly vulnerable to global economic downturns creating uncertainties as to how they could sustain social spending programmes when faced with unexpected shocks.

66. The findings of post-2015 consultations in a number of countries reviewed made it clear that certain decent work pillars would take on increasing importance in the coming years. Foremost among those was social protection given the growing recognition of inclusive growth in most countries. Job creation would also remain a priority, particularly furthering youth employment and vocational education and training and reducing the informal economy.

IV. Overall analysis on the level of mainstreaming in the United Nations organizations

67. Generally, the mainstreaming of the decent work agenda into the activities of United Nations system organizations had met with moderate success. There were extensive variations within the organizations in which some of them illustrated a high

level of mainstreaming whereas others had not consciously undertaken any activities relating to decent work.

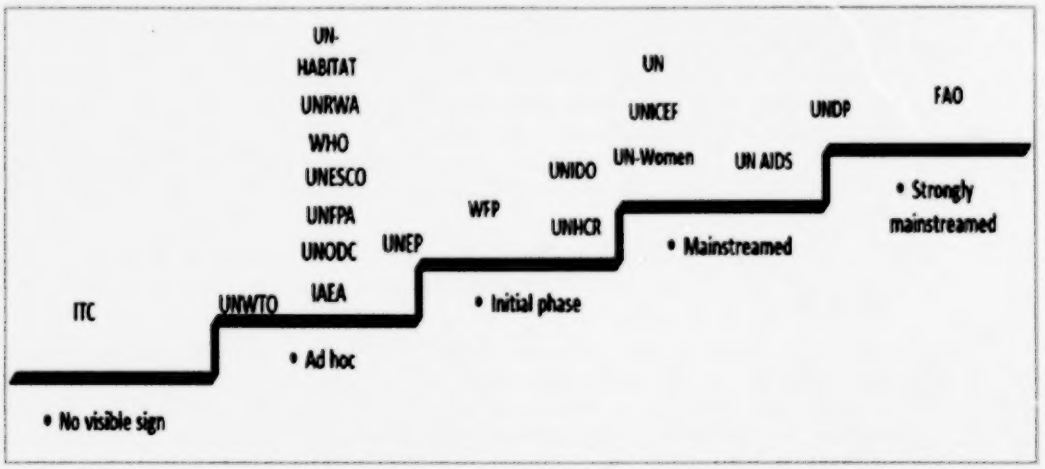
68. An overall analysis of individual United Nations organizations was conducted using the 10 factors to illustrate their level of mainstreaming. The mandates of each organization, as self-reported, past work through the toolkit, and level of overall awareness of decent work were also taken into consideration. Assessment of the organization on mainstreaming should not be seen as a competition among organizations, but rather showed the level of performance in achieving the stated objectives of the decent work agenda as a concept. The Inspectors did not consider that all United Nations organizations should belong to the highest level of mainstreaming.

69. Based on the above-mentioned analysis, the Inspectors placed the organizations into five categories:

- **No visible sign of mainstreaming:** there was no evidence that any activity/thinking had taken place on decent work
- **Ad hoc actions on decent work:** there were some activities consistent with decent work, focused on implementing organizational mandates having an impact on decent work, but those were not conceptualized or understood to be part of decent work and thus not integrated in a coherent fashion
- **Initial phase of mainstreaming:** the organization had begun working on decent work and was conceptualizing its work as part of and contributing to decent work and was making efforts towards a more systematic response
- **Mainstreamed:** the organization, given its mandate, had mainstreamed decent work concepts into the technical areas of its work. Decent work was part of its strategic plans/planning documents
- **Strongly mainstreamed:** the organization had held discussions at the board level and/or expanded its mandate to make decent work an integral part of its strategic plans and planning documents. The concept of decent work was also embedded in the programming cycle and guidance documents had been disseminated throughout the organization linking decent work to the organizational units of its headquarters and to their field activities.

70. Differences were made in the graph below between organizations that were at the higher end of each category and those that the Inspectors concluded were moving up into the next category. Therefore the placement of each organization on the five-step scale specifically denoted where they fell on the scale.

Graph 1: Overall analysis of level of mainstreaming by United Nations system organizations



71. The analysis showed that most (almost 50 per cent, 9 out of 19) of the United Nations system organizations that participated in this review could be placed in the category of "ad hoc initiatives" on decent work. Organizations such as IAEA, UNFPA, UNODC, UNRWA and WHO had very specific areas of work, which comprised decent work issues. In the case of IAEA and WHO those related to the third pillar on standards and rights at work and social protection. For UNODC and UNRWA the activities observed by the Inspectors relating to decent work were on the first pillar of employment creation and enterprise development. UNFPA showed strong work relating to the second pillar on social protection. UNWTO was placed in transition between no visible sign and the ad hoc initiatives group because, although it worked on a very specific sector of sustainable tourism to eliminate poverty, it had a mandate to work on all four pillars of the decent work agenda and the Inspectors deemed that it could make more of an effort to incorporate decent work into its work.

72. UNEP was placed in a transitioning category from ad hoc to initial phase given that its environmental, social and economic sustainability policy framework which provided safeguard standards on labour and working conditions was still in draft form and reflecting work in progress. UNEP had undertaken various ad hoc activities relating to decent work such as environmental, social and economic sustainability and transitioning to a green economy, however a specific conceptualization and link to decent work was not as explicit as it could have been.

73. There were three organizations that were considered to be in the initial phases of mainstreaming, with WFP being at the lower end of the spectrum. There were several activities taking place in WFP relating to decent work but those were not consolidated and conceptualized as such. As WFP had begun to shift its mandate to food assistance and development from humanitarian food aid, it had opportunities to take decent work into account in its work and strategic plans and policies. For example, the Purchase for Progress programme which was locally to source the food which WFP bought for its feeding programmes (locally sourced procurement), and the more traditional school feeding programmes had led to local employment opportunities as a by-product of its working in a specific sector.

74. UNHCR and UNIDO were currently in the initial phases of mainstreaming but moving up to the mainstreamed group. There were several references to decent work

in the UNIDO strategic plans; however, the people working on the issues relating to decent work were not consciously doing so as a contribution or in relation to the decent work agenda. They reported a mandate only in the first pillar on employment. However, decent work was of relevance to that organization so more could be done to systematize it throughout its activities. At UNHCR, there were sector specific technical activities on decent work such as livelihoods and economic recovery of its target population. Incorporation of decent work more explicitly in the ongoing revision of the livelihoods manuals and guidance would be an opportunity for UNHCR to be more systematic about the link between its work and the decent work agenda.

75. The Inspectors found that UNAIDS, UNDP, UNICEF, the United Nations Secretariat and UN-Women had all mainstreamed decent work in their organizations within their respective mandates.

76. The United Nations Secretariat (DESA, the Office of the United Nations High Commissioner for Human Rights (OHCHR) and the regional commissions) had included decent work in its strategic plans and programmes and had identified a focal point for decent work. The Secretariat had encouraged and supported decent work through its work with the functional commissions that it served, and there were several examples of activities undertaken by them on decent work. However, more work to mainstream it systematically throughout all Secretariat entities was needed and there was a gap in the availability of guidance to the Secretariat entities on overall orientation on how to mainstream decent work and how various areas of work were linked to it.

77. Given the UNICEF mandate (which was reported to be on pillar 2 social protection only), UNICEF had mainstreamed the part of the decent work agenda relevant to its mandate well. It was perhaps however at the beginning phase, as there was no systematic knowledge nor awareness raising and there were possibilities of exploring how other parts of the agenda could relate to its work beyond social protection.

78. UN-Women was established in July 2010 and was not in existence at the time of the Economic and Social Council resolutions and the subsequent follow-up by CEB. Nevertheless, it had mainstreamed decent work into its strategic plans and there was evidence of a conscious effort to use the lens of decent work in its work especially in the field of economic empowerment, and decent work was an integral part of its research and policy analysis. Several guidance and policy briefs making the explicit link between decent work and women's empowerment and/or social protection of women had been developed and were embedded in the analysis that it prepared.

79. UNAIDS was unique in the sense that through its co-sponsor ILO, the programme had undertaken much work on decent work for people living with and affected by HIV and related efforts on workplace discrimination, testing and awareness-raising. UNAIDS has worked on discrimination and workplace rights (pillar 3) and on social protection (pillar 2). The political commitment shown by the senior level management of UNAIDS was very high evidenced by the numerous statements made at Board level and at other international forums.

80. UNDP was placed at the high end of the mainstreamed category moving into the strongly mainstreamed group due to the inclusion of decent work-related concepts in its strategic plans and programme documents; it had undertaken activities relating to decent work alone and in cooperation with other United Nations agencies, had developed guidance documents on decent work-related concepts and worked on

guidance for the country level to take into account decent work elements at the UNDAF level. Interestingly, direct reference and use of the terminology "decent work" was rare in UNDP documents; however, the Inspectors recognized that what was included was in line with the decent work concept. A future opportunity could be for UNDP to make its work explicit to the decent work agenda.

81. The Inspectors found that FAO as an organization could be identified as having strongly mainstreamed decent work. The Inspectors found that FAO had fulfilled the most factors of the 10 that had been identified. The Inspectors felt that more work could be done within the organization in the area of knowledge-sharing mechanisms on decent work. A focal point had been named and many publications and toolkits developed, but it was not clear to what extent they were being used and whether lessons from one technical sector were being shared with those in other departments. FAO took the issue of decent rural employment to their Board for its approval, based on the understanding that it needed to expand its mandate to work on decent work, and that led to incorporating decent work successfully into its strategic plans and guidance documents for its implementation. The staff interviewed in Rome and some at the field level were well aware of decent work, which was generally not the case in other organizations. With the new strategic framework, which included decent work elements, it was expected that it would have firmly embedded decent work in its organizational work.

V. Lessons learned

82. **The lessons learned described below are derived from the general findings, conclusions and analysis from the review of mainstreaming the decent work agenda that have a wider applicability in the activities of the United Nations system, in particular in the context of the ongoing discussions and future implementation of the Sustainable Development Goals.**

83. **Need for a well-articulated governance and accountability framework:** the Economic and Social Council resolutions and CEB decisions on mainstreaming the decent work agenda were a useful vehicle to bring that issue to the attention of decision makers in member States and the executive management of the United Nations organizations. However, the lack of a well-defined mechanism for implementation and monitoring of the mainstreaming of decent work has hindered the efficient translation of the high-level political commitment into concrete actions. CEB did not create such a mechanism for mainstreaming the decent work agenda, nor was ILO mandated to play such a role. Other multisectoral issues would benefit from using the above platforms to raise the awareness of a variety of stakeholders. A robust monitoring and accountability framework/mechanism is required to ensure that political decisions are followed up on through appropriate implementation actions.

84. **Leadership and commitment in system wide initiative is imperative:** Executive heads and CEB member agencies did not explicitly express themselves on the relevance of the decent work agenda to their organizational mandates and field of activities. Lack of documentation on this subject made it difficult to understand whether the agenda was not dealt with by an organization because of a lack of senior management commitment or because it was perceived as irrelevant to the organizational mandate. In future, when a multisectoral initiative is to be embraced by the system, the executive heads of the CEB member agencies should carefully examine the topic and indicate whether the issue will be of relevance to their respective organizational mandates. In cases where there is no or little relevance, and

the intention is not to work on the issue, this should be clearly announced and the implementation mechanism should be developed accordingly.

85. **Resolutions issued by member States should be differentiated and fit for purpose:** The Inspectors found that organizations are confronted by multiple, often competing, requests to mainstream a wide range of issues. This creates situations where it is not possible to mainstream all of them thoroughly and they are seen by staff members as competing demands. The practice of global overarching requests and mandates directed at all organizations of the United Nations system without differentiation and one that does not take into consideration the relevance of the issue against organizational mandates should be kept for a very select few. Given the human and financial constraints faced by the system, it is unrealistic to expect all organizations to be able to respond to various requests to mainstream all issues equally.

86. **Importance of translating global initiatives to regional level:** Regional commissions play an important role in bringing political commitments formulated and accepted at the global level onto the domestic public agenda of the member States of their respective regions. The form of assistance undertaken by the commissions heavily depends on the specific demands of the member States of each region. The lack of well-articulated tasks and role attribution in the Economic and Social Council functional commissions resulted in an inadequate follow-up and approach to their implementation, thus leading to missed opportunities.

87. **Main drivers of successes at country level:** At the country level, national government prioritization had the most impact on mainstreaming the decent work agenda into UNDAFs, followed by the initiatives of proactive and knowledgeable resident coordinators and ILO country offices (as the agency having a priority role in promoting the agenda). This would indicate that in mainstreaming other initiatives into UNDAFs, priority attention should be paid to the stakeholders, with the role of the lead agency varying depending on the issue under consideration.

88. **Continuous awareness and learning process:** Missed opportunities to mainstream decent work were observed due to the lack of a sustained awareness-raising strategy. Such a strategy is a basic requirement in ensuring a common understanding and a high level of awareness across the system at all levels. This is particularly imperative when organizations need to act on other upcoming, complex, multidisciplinary subjects.

89. **Flexibility to accommodate emerging needs and initiatives:** Mainstreaming activities, which are highly in line with organizational mandates, are the obvious priority; however, there were also successful efforts to refocus some of the activities taking into account the decent work agenda. At times, in the case of new system-wide initiatives, it may be necessary for organizations to review and shift their strategic focus to better address commonly agreed initiatives or goals. Drawing attention to this in boards and governing bodies would allow organizations to work on such "new" areas of work with legitimacy and governing and legislative bodies should be open to such discussions.

90. **Need for lead agency(ies) to drive mutual learning among organizations:** United Nations organizations, whose mandates are the most relevant to a given issue, play an important role in raising awareness and promoting a common understanding among those organizations that may have more limited awareness of the issue. No organization was requested to perform that function for mainstreaming the decent work agenda. Awareness-raising and training activities should be across the system,

including at the country level, and sustained (rather than one-off ad hoc initiatives) in order to take into account high staff turnover. Organizations requested to play such a role require the necessary resources to carry out such work.

91. **Integration into individual organization institutional frameworks:** United Nations initiatives decided or endorsed at the system-wide level must be reflected in the policy and strategic framework/planning level documents of the individual organizations in order to create an enabling environment where meaningful mainstreaming can take place. Implementation of activities remains disjointed and ad hoc if it does not receive orientation and become part of the results-based framework of the organizations at both headquarter and field levels. This is most evident at the country level where a large number of United Nations system entities are undertaking a wide range of initiatives in the UNDAF framework, but they miss out on developing synergies due to disjointed efforts resulting from a lack of common conceptual understanding and no commonly formulated policies or strategies.

92. **Need for a focal point function:** There are only a few organizations with a focal point function/person on the decent work agenda, while gender mainstreaming examples show that a responsible unit/person within each organization whose work most closely relates to the issue is required to help coordinate such activities. Horizontal cooperation and networking within and across organizations are required to ensure a continued and sustainable response to embed overarching global initiatives into organizational activities. A well-functioning network of these focal points across the system would contribute to ensuring and strengthening coherence among United Nations organizations.

93. **Delivering as One as a useful framework for success in coherence and complementarities:** At the country level, the establishment of a Delivering as One framework presents a clear opportunity to further inter-agency cooperation through joint programming on issues of cross-cutting importance such as the decent work agenda. Each agency could contribute with its particular technical expertise, even with relatively modest financial implications, to an initiative that may not be entirely circumscribed within its traditional strategic focus. This may be a useful message for other system-wide initiatives.

94. **Mainstreaming initiatives are not cost-free:** Initiatives to mainstream complex issues are not without cost. They need to be supported by dedicated resources (financial and human) at the global and country levels. The establishment of common funds has been particularly conducive in the case of the latter. The usual approach of "do it within existing resources" without specific allocation or prioritization is not conducive to meaningful results and is considered a crucial lesson to be taken into account for future successful implementation of the post-2015 Sustainable Development Goals.

VI. Recommendations

95. **Recommendation 1: The Secretary-General in his capacity as Chairman of the United Nations Chief Executives Board for Coordination (CEB) should initiate a review of how United Nations system organizations can contribute to promoting employment and decent work related issues in the context of the post-2015 Sustainable Development Goals. The CEB response should identify the participatory and accountability framework and monitor its implementation.**

96. **Recommendation 2: The Secretary-General should direct the secretariats of the functional commissions who have not yet done so to review the implementation of the decent work provisions of the Economic and Social Council resolutions and to identify areas of their work that could benefit from a decent work lens.**

97. **Recommendation 3: The Secretary-General should instruct the heads of regional commissions to review their activities with a decent work lens and determine how their work can better support countries in their regions towards the achievement of decent work for all.**

98. **Recommendation 4: The Economic and Social Council should follow a more consistent approach and ensure accountability to its subsidiary organs and their supportive management when following-up on Council decisions.**

99. **Recommendation 5: The ILO governing body should request the Director-General of ILO to carry out more proactive awareness-raising and training activities among the staff of United Nations system organizations in collaboration with the International Training Centre of ILO (ITC-ILO) and other training units in the United Nations system in the context of the post-2015 Sustainable Development Goals and identify resources in this regard.**

100. **Recommendation 6: Executive heads of United Nations system organizations should instruct their respective technical units to re-examine their work to identify if there are areas where the decent work agenda can be linked to their activities and to make existing linkages more explicit. Such organizations may wish to cooperate with ILO for support in this process.**

101. **Recommendation 7: The Secretary-General should ensure that the United Nations Development Operations Coordination Office and the United Nations System Staff College undertake appropriate awareness-raising and provide guidance and training to the resident coordinators and United Nations country team members to further a common understanding of the decent work agenda in the context of the post-2015 Sustainable Development Goals.**

VII. The way forward

102. Review of the Economic and Social Council resolutions on mainstreaming the decent work agenda into the activities of United Nations system organizations showed the limited impact of politically justified and unanimously supported United Nations resolutions. There were results achieved and some organizations have undertaken commendable efforts to mainstream decent work; however, overall, the system's response was of moderate success. The resolutions required the accompaniment of more robust means of monitoring their implementation and better attribution of responsibility and accountability was needed. Furthermore, a proper funding mechanism to provide the resources for mainstreaming decent work should have been formulated.

103. It is to be noted that while member States unanimously supported the Economic and Social Council resolutions on decent work in the Council forum, they did not replicate the same level of attention and support in governing bodies and legislative bodies across all United Nations system organizations. Thus, some organizations were not mandated to work on, much less prioritize, the decent work agenda in their work programmes. Consistency of the messages sent by member States to and across the various United Nations system forums should be enhanced. Member States are

expected to promote and ensure a consistent approach in the governing bodies of different United Nations system organizations and entities concerning the global initiatives approved at the General Assembly level, thus strengthening the coherence of the system's activity.

104. Decent work and full employment continue to be on global and national agenda. The potential inclusion of decent work in the Sustainable Development Goals would indicate widespread acceptance of its importance in both global and national agenda. ILO should take such acceptance as a call for more proactive efforts to raise awareness, advocate and ensure a common understanding of decent work across the United Nations system and among its constituents. The experience of the present report should be used in addressing the subject of employment and decent work within the context of the SDGs.

105. The findings, recommendations and lessons learned from this evaluation should be considered as a call to the member States, executive management of the United Nations organizations and the United Nations staff at large to better meet the requests of the key stakeholders and partners in the post-2015 agenda.

Annex

Overview of actions to be taken by participating organizations on the recommendations of the Joint Inspection Unit

JIU/REP/2015/1

		Intended impact	United Nations, its funds and programmes																Specialized agencies and IAEA													
			CEB	United Nations*	UNCTAD	ITC	UNDP	UNEP	UNFPA	UN-Habitat	UNHCR	UNICEF	UNODC	UNOPS	UNRWA	UN-Women	WFP	FAO	IAEA	ICAO	ILO	IMO	ITU	UNAIDS	UNESCO	UNIDO	UNWTO	UPU	WHO	WIPO	WMO
Report	For action		☒	☒	☒	☒	☐	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☐	☒	☒	☒	☒	☒	☐	☒	☒	☒	☒	☒	☐	☒
	For information		☐	☐	☐	☐	☒	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒	☐	☐	☐	☐	☐	☒	☐	☐	☐	☐	☐	☒	☐
Recommendation 1		f	E																												
Recommendation 2		f		E																											
Recommendation 3		f		E																											
Recommendation 4		c		L																											
Recommendation 5		d																		L											
Recommendation 6		f		E	E	E		E	E	E	E	E	E	E	E	E	E		E	E		E	E		E	E	E	E	E		E
Recommendation 7		c		E																											

Legend: **L:** Recommendation for decision by legislative organ **E:** Recommendation for action by executive head.

▩: Recommendation does not require action by this organization.

Intended impact: **a:**enhanced transparency and accountability **b:** dissemination of good/best practices **c:** enhanced coordination and cooperation **d:** strengthened coherence and harmonization **e:** enhanced control and compliance **f:** enhanced effectiveness **g:** significant financial savings **h:** enhanced efficiency **i:** other.

* Covers all entities listed in ST/SGB/2002/11 other than UNCTAD, UNODC, UNEP, UN-Habitat, UNHCR, UNRWA.